



ANDERSEN
ALUMNI™

Straight Thoughts, Straight Talk

"Serving Andersen Alumni Worldwide"

Jan. 2024

Vol.17 No.1

Editorial

Hope everyone had a great 2023 and that your year is off to a good start. 2024 marks our 17th year publishing the newsletter and we would like to thank our various sponsors and content contributors. 2024 also marks another year of elections in the United States... Having just celebrated the MLK holiday, I hope we will reflect the words "*content of their character*" contained in Rev. Dr. Martin Luther King Jr.'s famous I Have a Dream speech "I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character." Just last week Coach Saban, The GOAT (the greatest of all time), announced his retirement from coaching football at the University of Alabama. A friend of mine's son that played for him shared the following portion of one of Coach Saban's speeches with me. "If you want to be happy for a day, play golf-happy for a week, buy a new car-happy for a month, get a dog- But if you want to be truly happy, answer this, is anyone going to miss you when you're gone?" Reflecting on the above, two questions come to mind... What's the content of your character? and How will you be remembered?

Lastly, we need your help to further strengthen and maintain our Andersen Alumni network. Please leverage our Social Media Presence and [LIKE our Facebook page](#) and [JOIN our LinkedIn network](#), and lastly you can [FOLLOW us on LinkedIn](#) as well.

As Always Think Straight Talk Straight...

God Bless you this coming year!

[Warren Turner](#)

Editor

Alumni On the Move

Timothy K. Flanagan	Herb Cross	Tom Malecki	Gary Golden
Audra Foglietta	Andrew Wilson	Eric George	Jeffrey Chulick
Matt Bond	Greg Strzegowski	Debbie Schleicher	Matthew Toomes
Salman Rashid	John McKune	James Cardwell	Parker Moss
Anthony Callini	Michael Hazelwood	Nainish Gupta	Michael Kohner
Mary Margaret Frank	Alan Missen	Rahul Mathur	Kerry Sims
John Head	Michael Gillen	Michael Malone	Laura Hay
Brian Unruh	Kirk Pressley	Jeffrey R. Smith	Dave Swinehart
Paul Webster	Scott Lem	Clayton Stanley	Joan Comfort
Tim Wrobel	Kelly Janzen	Paolo De Luca	Carlos Doglioli
Todd Regelsberger	Chris Borella	Christopher Gerosa	Steven Partridge
Dan O'Keefe	C. Alan Bentley	Kevin Beth	Ryan Ross
Eric Silverman	Michelle Stark	Stephanie Pervez	David Martin
Paula Oyibo	Patty Mosley Nelson	Michael Kurlander	Brian Evans
Chris Cramer	Sheri Abramson	Daniel Low	Ryan LaSalle
Thomas Mayrhofer	Lance A. Berry	Jim Anderson	Mark Mattern
Joanne Berrios	Douglas Smith	Jill Weise	Sherry Kohan
Kelly Genzlinger	Marcus Wasdin	Matthew Manning	Paul Mauerman

+ Follow us on our LinkedIn Company Page for the latest information on fellow alumni on the move.

If you have recently changed jobs and would like to share your good news with other Alumni, please email details to Admin@andersenalumni.com



Congratulations to the Following Alumni and Best Wishes in your new roles.

10 Topics Board Agendas Should Address in 2024

By Jim DeLoach, *Former Andersen Partner and currently a Managing Director at Protiviti. He is the author of several books and a frequent NACD contributor.*

Copyright 2023 National Association of Corporate Directors (NACD). This article originally appeared on NACD's 2024 Governance Outlook and can be found [here](#).

Reprinted with permission. No further reproduction is permitted without permission from NACD.

I often refer to the 2020's as a decade of disruption. The pandemic, while a profound event, was only the beginning. Government shutdowns disrupted workplace environments, forced many out of work, and affected sources of supply as demand collapsed for many products. When most government restrictions lifted, the surge in demand exceeded supply, congesting supply chains that had scaled down during the imposed shutdowns.

Total production within many industries lagged as businesses couldn't source inputs and find workers, resulting in higher costs. While these issues have been unwinding for some time, they fueled inflationary pressures. Rising labor costs, outsized government stimulus, increasing shelter and food prices, Russia's war in Ukraine, and the West's de-risking its reliance on China are adding further pressure. If the war in the Middle East were to spread uncontrollably, oil prices would likely soar and affect many businesses.

With this backdrop, here are 10 issues that should be on the board's agenda in 2024.

1. THE ECONOMY WILL BE FRONT AND CENTER

The drivers mentioned above create uncertainty over central bank policies, particularly those of the US Federal Reserve, which is unequivocally committed to reducing inflation to the Fed's target rate. By the time it paused rate increases on November 1, the Fed had raised rates 11 times since March 2022, bringing its benchmark rate to the highest level in 22 years. It has stated that it intends to keep interest rates "higher for longer," even in the face of declining long-term bond prices and rising yields. Is the Fed willing to drive a resilient economy into the recessionary ditch to cool labor markets and reduce wage growth and inflation? Clearly, it commands the stage to do so. For the board, the question is whether market developments and central bank policies will lead to some form of soft landing or to either a mild or severe recession—or worse, a sustained period of stagnant growth.

The impact of persistent inflationary pressures and higher interest rates presents several challenges. First, economic indicators should be on the board's 2024 watch list. Second, directors should understand how the economy is affecting the company's strategy and operations, e.g., its growth opportunities, cost of capital, pricing strategy, product profitability, margin management, and liquidity. Third, sustained higher mortgage rates will have pervasive effects on consumers. Finally, the board should recognize that many CEOs and their teams are used to cheap capital; they haven't yet made strategic decisions to deploy capital in a high-interest-rate environment. The institutional memory is lacking.

2. A CHALLENGING GEOPOLITICAL LANDSCAPE CONTINUES TO EVOLVE

Today's companies compete in a highly interdependent and competitive global marketplace in which countries and regions are taking a closer look at trade relationships through the lens of national security. For example, they are assessing and managing risks of continued interdependence, encouraging diversification of the sourcing of materials and components, and increasing their understanding of logistics and material sciences—all in the name of national security.

These geopolitical developments feed a difficult and challenging trading environment. The aforementioned wars in Ukraine and the Middle East, proliferation of disinformation, and convergence of China, Russia, Iran, and North Korea in opposition to Western democracies provide a combustible mix that is impacting leaders' assessment of the global risk landscape. Where this picture of geopolitical strife is headed is anyone's guess. But evolving global markets and potentially dangerous geopolitical scenarios bear watching by the board in 2024.

3. CYBERSECURITY, DATA PRIVACY, AND TALENT REMAIN ON THE RADAR

No list of potential 2024 boardroom topics is complete without including cybersecurity, data privacy, and talent. Evolving cyber threats and proliferating data privacy regimes all over the world will be prominent topics on boardroom agendas. As geopolitical tensions escalate, the risk of attacks by nation states increases. Ransomware events are a major concern. Artificial intelligence (AI) systems can augment both sides, enabling more sophisticated phishing campaigns as well as cyberattack monitoring systems. Cyber risk also deserves more due diligence attention in the M&A space. As for managing the creation, processing, storage, use, archiving, and destruction of sensitive data, regulatory requirements are impacting business models and contractual relationships.

As for talent, there simply isn't enough walking the streets. Effectively led talent is needed to fuel future growth and prosperity. The task of managing human capital is transforming with a shift in focus:

- Winning hearts and minds
- Directing development activities to skills rather than roles or jobs
- Emphasizing succession planning, leadership development, and upward mobility
- Building technology competencies
- Differentiating retention strategies for the different generations
- Fostering a culture founded on core values and trust that serves as a magnet for talent
- Improving onboarding effectiveness
- Adapting to the emergence of union bargaining power

4. AI, UPSKILLING, AND RESKILLING REQUIRE ATTENTION AND INVESTMENT TO SUPPORT INNOVATION

With continued advances in AI, automation in all of its forms, ever-increasing connectivity, quantum computing, blockchain and digital currencies, and the metaverse, the market is poised to experience the largest wave of disruption since the turn of this century. At the present time, the buzz around generative AI is commanding the airwaves. The resulting disruption will likely manifest itself in many ways—e.g., new business models, rapid product innovation, changing customer value propositions, and disintermediation of distribution channels—and will sweep away obsolete strategies, traditional moats, legacy-laden architectures, conventional management playbooks, and old-school employee skills. The never-ending question for directors: “Is our business model being disrupted and, if so, how and when would we know?”

As they face 2024, directors should ensure there is sufficient expertise in the boardroom and C-suite to review and understand the organization's core technology strategy and operations, determine how best to allocate capital to current and future technology investments, and, if appropriate, hedge innovation bets through joint ventures and partnerships. In addition, the state of current labor markets fails to fit the expected adoption of digital technologies; significant efforts will be necessary to upskill and reskill existing employees to realize fully the promised value from these transformative investments. The groundwork for planning and executing these skilling initiatives should begin now.

5. MODERNIZING INFRASTRUCTURE IS IMPERATIVE FOR INNOVATION

In an environment dominated by emerging technologies, disruption of business models, and universal acknowledgement of the importance of agility and resiliency to corporate success, innovation is a strategic imperative. However, directors are discovering the importance of understanding the extent to which the

organization's legacy infrastructure either enables or constrains the organization's innovation efforts.

Accumulation of legacy systems and application solutions that were easier to implement over the near term but not the best overall solution long term has culminated in infrastructure that is difficult to maintain and support. While there are many aspects underpinning innovation initiatives, this "technical debt" can be a powerful restraint. All efforts to inculcate an innovative culture can be thwarted when technical debt has "accrued" to such a level that it slows organizational response to emerging market opportunities, stifling the organization's ability to compete in a digital world.

A key takeaway for directors: understand the impact of technical debt on innovation goals and strategies and on management's plan to modernize infrastructure to improve agility. The speed of "born digital" players can punish incumbents lacking the flexibility to adjust business models to changing customer behaviors. Be realistic about the cost, time, and training required to upgrade technology.

6. THIRD-PARTY RISKS INCREASE IN COMPLEXITY

Third-party risks continue to elevate in importance, with organizations becoming increasingly boundaryless as they redirect their reliance on outsourcing and strategic sourcing arrangements, ecosystem partners, IT vendor contracts, and other partnerships to achieve operational and go-to-market objectives. The geopolitical climate may also be a factor, with the West reducing reliance on China and dealing with newly restrictive laws and regulations around the globe.

Throughout 2024, the company's third-party risk-management framework will be an important topic for directors. For example, who are the most significant third parties in the company's ecosystem, and what assets and services within the organization are delivered through them? Have these third-party relationships been evaluated against appropriate risk criteria? What significant threats and vulnerabilities have emerged from this evaluation? Has a continuous monitoring program been established? Cyber criminals are finding success exploiting vulnerabilities due in large part to the complacency with which many businesses manage their third-party relationships.

7. THE BAR RISES ON SUSTAINABILITY, BUT DATA MANAGEMENT LAGS

Regulators in the European Union have set effective dates for expanded ESG-related disclosures and sustainability reporting beginning as early as 2025 for the year ended in 2024 for some companies. The marketplace continues to anticipate the issuance of climate disclosure rules in the United States. The standard-setting group known as COSO has issued recent voluntary guidance on internal control over sustainability reporting. In this business milieu, demand for sustainability data is growing, sparking a plethora of new risk questionnaires and

surveys. Insurers' underwriting processes, banking partners' lending applications, and customers' requests for proposals are creating greater demand for ESG-related documentation. As these disclosures are usually authored by different company stakeholders, they may lack consistency with the company's mandated reporting to investors.

The data that feeds these disclosures must be trusted, accurate, complete, and well-defined. What directors may not know is that satisfying this need represents a massive challenge for most companies, given that ESG data is predominantly unstructured, stored in different formats, and pulled from numerous systems, applications, and sources throughout the company and its third parties. Progress needs to be made on this front in 2024.

8. BOARDROOM CULTURE TAKES A FRONT SEAT

An important NACD Blue Ribbon Commission Report asserts that, in these unprecedented times, culture lays the foundation for a high-functioning board. It offers recommendations for defining the optimal board culture, reinforcing the importance of the board having "firmly established behavioral norms and values that promote trust, candor, courage, inclusion, confidentiality, continuous learning, and accountability, and that support better decision-making," and addressing major cultural fault lines. These recommendations merit close attention by boards in 2024 to assess the strengths and shortcomings of their culture and increase accountability in the boardroom.

9. DIVIDED GOVERNMENT CONTINUES IN THE UNITED STATES

While forecasts for the Senate and House in the 2024 elections vary, both could flip. In an unprecedented presidential race, polling of the two prominent candidates continue to be nip and tuck. One candidate faces legal peril and the likelihood of a steady stream of negative media running all the way to the November election. The other must still gain the electorate's confidence that he is up to the task of running the country for another term. Is there someone else in the wings prepared to step into either's place?

While the picture will clarify itself in time, we have no reason to believe that government inside the Beltway after the election cycle will be anything but divided. For boards, this generates increased negativity in the electorate, impacting trust in American institutions, social activism, and political unrest.

10. A NEW GLOBAL MINIMUM INCOME TAX MAY EMERGE

Two years ago, the Organization for Economic Co-operation and Development (OECD) orchestrated agreement among more than 130 countries (including all of the G20) to a two-pillar plan to effect significant changes to international tax rules. The agreement calls for large companies to pay more taxes in countries where they have customers and less in countries where they are domiciled. The rules

are complex and have implementation issues but are intended to ensure a global minimum tax of 15 percent in each country in which multinationals operate. As the targeted timetable calls for 2024 implementation, directors of multinationals should be mindful of this possibility.

FINAL THOUGHT

The complexity of the global marketplace creates the potential for blind spots in the boardroom, i.e., matters of which directors are not aware that can damage the organization's reputation, brand image, market standing, and competitive position. Market, competitive, and scenario analysis will enhance the company's resiliency in facing unexpected events.

The True ERP Challenge in 2023: Aligning People, Process and Technology

By Erin Koss, CPA is an Andersen Business Consulting Alumni (1993-1999), and CEO of Syte Consulting Group, Inc.

This year, the hottest topics in the enterprise resource planning (ERP) world are all about technology – everyone seems to be talking about artificial intelligence and rapid implementation methodologies.

And while the software is changing rapidly – and the tech part of ERP is exciting – **what often gets left out of the conversation is the *human* aspect of ERP implementation.**

At Syte Consulting Group, we firmly believe that the success of ERP solutions comes from an awareness of the interconnectedness between people, process and technology.

In our conversations with family-owned manufacturing companies, we're hearing that many organizations are facing post-implementation challenges and struggling to get a return on their ERP investment – and technology is not the problem.

These companies are struggling with issues around how well people are prepared to go live, how they have been trained to operate the new solution and how they can optimize the technology for full benefit.

Read on to find out how these trends are showing up for companies in 2023, and the best practices we recommend for leveling up your people so you get maximum return on your software investment.

To give context to the conversation about people and resources, let's start off by looking at the biggest recruitment and retention trends happening in the U.S. right now – in the overall labor market, and specifically in the manufacturing sector.

The State of Employment in the U.S.

In August 2023, the U.S. Bureau of Labor Statistics reported that [job openings increased to 9.6 million](#), which indicates a growing demand for labor across various industries.

Hires remained relatively stable at 5.9 million, and the hiring rate stayed at 3.7%. Total separations, which include quits, layoffs, discharges, and other separations, also remained largely unchanged at 5.7 million.

Companies are trying to fill a lot of roles. What's causing the recruiting and retention challenges?

[In a Statista survey](#), approximately 50% of human resource professionals reported that rising salary expectations and a lack of career advancement opportunities were negatively impacting hiring and retention efforts.



Meanwhile, what does the manufacturing job market look like?

As of August 2023, the [unemployment rate in the manufacturing sector](#) was 2.7%, compared to the [overall U.S. unemployment rate of 3.8%](#). Job openings rose to 640,000 (up from 572,000 in July).

These statistics show that the demand for manufacturing labor remains high, and seems to be growing month over month.

Employment, Unemployment, and Openings, Hires, and Separations

Data series
Employment (in thousands)
Employment, all employees (seasonally adjusted)
Employment, production and nonsupervisory employees (seasonally adjusted)
Unemployment
Unemployment rate
Job openings, hires, and separations (in thousands)
Job openings

Some economists believe manufacturing employment could be getting a boost from U.S. policy changes that support semiconductor production, domestic infrastructure and clean energy development.

Mark Zandi, chief economist at Moody's Analytics, said, "Policy has really been an increasingly [powerful tailwind](#) of the manufacturing base."

Others believe shifted economic demand has also played a part. A journalist on the [Waupaca Foundry blog](#) states:

"The years that followed [the Great Recession of 2008] are considered the recovery, which led up to the 2020 recession. Consumer demand slowly returned as Americans rebuilt their credit scores and made big purchases – like a new vehicle – they may have otherwise put off during the recession. That helped support jobs in manufacturing for American workers assembling the latest and greatest trucks and SUVs."

What We're Hearing From Family-Owned Manufacturing Companies

Syte Consulting Group speaks to a lot of family-owned manufacturing and distribution companies during and after ERP projects, and we hear about a wide range of post-implementation problems.

One of the most notable issues is the struggle to achieve the anticipated return on investment (ROI) after implementing an ERP system.

Many times, even two to five years post-implementation, companies are still experiencing system adoption issues. Many still rely on spreadsheets for tasks

like material requirements planning (MRP), which should be facilitated by the ERP system.

This sometimes occurs because of a lack of training and documentation during the implementation phase, and the company is still feeling the pain years down the road.

And again, that's not a technology problem – that's an issue with people and processes.

We're also seeing high turnover in the manufacturing sector, and many companies are struggling to recruit talent for open roles. Human resource problems aggravate existing training deficiencies. New employees struggle because there isn't a proper knowledge transfer mechanism, making learning curves steeper.

One significant consequence of these challenges is companies' unpreparedness for the "operate and optimize" phase post-implementation. This crucial phase is when initial implementation goals that were postponed during the hustle and bustle of the ERP launch can be revisited and executed.

But if the team is not properly staffed and trained, this phase can really bog down an organization.

Compounding this industry-wide staffing challenge are growing pains for family-owned manufacturing companies. When a company is ready to implement an ERP, it is a clear sign that they are maturing – and with that maturity comes new staffing needs. The roles that got the job done are not the same roles required now that the company is larger and more complex than the last time systems were implemented.

Companies often make the mistake of thinking they'll pull staff resources temporarily for an ERP implementation, those employees will do double duty until the implementation is complete, and then those people can go back to their operational roles. But the reality is that to achieve optimal ROI, ERP solutions need to be continuously optimized– and that requires ongoing allocated resources.

Knowing this and planning for it from the beginning is the only way to avoid "operational limbo," where they have a backlog of projects to execute, but they're hampered by lack of resources, training deficiencies and turnover. In this situation, the optimization that leaders envisioned when they implemented the ERP takes much longer than they pictured, and the path to realizing the ERP system's full ROI becomes murkier.

Best “People” Practices for ERP Implementation

So if those are the issues we’re seeing in the field – what are the solutions?

Here are our recommended best practices for supporting ERP systems effectively:

- **Start planning early:** Talk about people and processes during ERP selection and the period before going live. Anticipate and prepare for the “operate and optimize” phase well in advance.
- **Think about future needs:** What additional resources and structural changes might be required to optimize the ERP implementation?
- **Practice change management during and after:** An ERP project is primarily a change management initiative, and it impacts individuals company-wide. Your team will deal with emotions ranging from excitement to resentment, so you’ll need to guide people through the effects of the new technology.
- **Remember that ERP implementation is just the start:** Post go live, be prepared for backlog tasks, feature adjustments and emerging challenges. Adopt a continuous improvement perspective and align ERP evolution with business growth. Line up the resources to have a post go-live team for future projects. Prioritize ongoing support, training and maintenance in your implementation plan to ensure smooth daily operations.

Here are some resources that can help you get ready for your own ERP implementation:

[ERP Readiness Assessment](#)

[Resource Planning Guide for ERP Implementation](#)

Syte's Holistic Approach to ERP Implementation

Success in ERP implementation goes beyond choosing a technology solution. Family-owned manufacturing companies also need to train, equip and consistently back the people at the heart of the change.

At Syte Consulting, we help our clients align their teams, processes and tech throughout the ERP journey – from the first brainstorming meetings to the final finish line (and beyond).

[*Get in touch today*](#) to find out how we can help you.

Conversations

By Ed Maier, *Former Andersen Partner*

I hope each of you had a wonderful 2023 holiday season and had time to enjoy many fun moments with your family and friends!

Every year I send out a holiday message to people in my contact list. I received a good amount of positive feedback from that message this year. So I thought I would share it with you. I think it is not just pertinent for the holidays. It is more timeless in its usefulness.

In my annual message I draw regularly on the writings of Charles Dickens in his novella, *A Christmas Carol*. A favorite scene of mine takes place as the primary character, Ebenezer Scrooge, leaves his office on Christmas Eve to return to his dismal home for another cold dinner in darkness. On his way, he is “accosted” by two gentlemen who are raising alms for the poor. They explain that there is a need to take care of those who are less fortunate; but Ebenezer wants nothing to do with any such “nonsense”. He would not dare to part with any of his hard-earned money by giving it to someone else. He believes the poor and downtrodden deserve their lot in life because they do not work as hard as he does. He has made himself into what he is. They should do the same. If they won’t pick themselves up by their bootstraps and earn their keep, he has a simple, straightforward solution. He responds by shouting: “Are there no prisons...And the Union workhouses...Are they still in operation?” The charity workers respond that many would rather die than go to the prisons or the workhouses, and Scrooge adds: “If they would rather die, they better do it and decrease the surplus population.” Those who are not like him—industrious, productive members of society—should at best be ignored or, at worst, be dealt with appropriately.

The exchange Scrooge has with these two businessmen reminds me of some of the “conversations” we have in the world today. They tend to be more rancorous, sometimes almost vicious, between so-called conservatives and so-called liberals--or “Reds” and “Blues”. On any issue, each has a point of view that is almost exactly the opposite of the other, without room for compromise. One side thinks we should have more security or law enforcement in place to monitor and control potentially “dangerous” elements of the population. The other side thinks we need less physical security, e.g., “defunding the police” and more resources focused on social change to improve the lot in life of the less fortunate. One side thinks diversity, equity and inclusion programs adopted by so many businesses are useful in creating more equity in the workplace. Others think it is just a type of reverse discrimination. There is little conversation or dialogue that is held to form compromise and solve problems. There is more and more of a “my way or the highway” attitude.

But think about what happens to Scrooge by the end of the story. He is visited by four spirits who help him see the world through a different lens. His conversations with them are not as rancorous as with the businessmen. He listens, sometimes fearfully, but he listens.

I suggest we challenge ourselves to create opportunities to have respectful conversations with others about potentially difficult or divisive issues. I learned about doing this through my work with two not-for-profit organizations I have mentioned in the past. Project Unity is a Dallas-based organization devoted to improving communications regarding matters of race; Braver Angels is a national organization devoted to improving communications regarding matters of governance, politics, economics and other subjects of national interest.

The holiday dinner table brings together many family members and friends who often have different experiences, beliefs and opinions. But this is not the only time you get together with friends or family members who might view the world differently than you. And if you are inclined to try out my recommendation, I don't think you need to do it around the family dinner table or with a small group of people. First, I suggest you try this one-to-one with a friend or a relative or a co-worker who might be interested. Select someone who you know has some different opinions than yours. Select three subjects to discuss beforehand. When you do this for the first few times, you don't necessarily have to choose political subjects. They can be about specific sports teams or movies or famous people. You can pick some items which create controversy from local news articles about issues in your community. Then conduct a round of questioning like this: Ask your conversation partner what they think of the issue; what has been their experience related to the issue? Has it had a personal effect on them (if they care to share that, but it is not necessary)? You must remain quiet while your conversation partner responds. Don't interrupt her or him; don't ask questions. Just listen to what they have to say. It's OK to ask questions for clarification, but not to challenge or "correct" the other person.

After they are finished talking, it is your turn to respond. Tell them what you heard them say. Tell them how you reacted to it. And state your own point of view regarding the issue. Then give them an opportunity to respond to you. Also remember that it is not your role, or their role, to correct each other's facts. Your primary role is to listen. I think you will find it is a challenge to conduct a conversation session like this. But I believe, as Scrooge learned from his conversations with the spirits who visited him, something can be learned from the process. Try it. Engage in dialogue with it. Have fun with it! After you have engaged for awhile and exhausted your points of view for that round, discuss how you felt about the experience. Is it worth trying to do it again? Would it make sense to try to engage in a conversation like this with someone else?

I hope you will give an exercise like this a chance. I believe we have too many conversations in which we speak past others rather than to them. There are too many conversations in which we are too busy thinking about how we will respond

to what someone else says, rather than structuring our own point of view in a straightforward, understandable, calm and collected manner. At some point, you might even begin to develop some mutually agreeable solutions to the issues each of you raises. But by no means should that be the goal the first few times you engage with others in one of these conversations. All you are doing is seeking to understand.

Thank you for taking the time to read my thoughts. If you have any comments, I would enjoy hearing from you at edmaier46@gmail.com. If you enjoy my writing and would like additional samples, go to [Amazon](#) and pick up my book - *Think Straight. Talk Straight.*

What Does Your Company Stand For

By Gary Thomson, *Andersen Alumnus and currently a Managing Director at Thomson Consulting*

If I asked anyone in your company what it believed in, what the company valued, or what its mission is, would they be able to answer correctly? I was in a conversation recently about mission and culture, which highlighted just how important articulating a company's mission, vision, and values is.

Many companies put these statements on their website and expect their employees to know them by heart, but they fail to articulate them consistently, especially to new employees. When asked about their company's mission and vision, very few people can remember them, let alone articulate them.

This is a problem. These statements are the guiding principles that steer the company's direction. **When the leadership fails to communicate with them, there is a lack of consistency in the company's culture, leading to employee confusion.**

The alignment of mission, vision, and strategy is critical to ensuring that the company's values are not collecting dust. There are instances where companies come up with sincere and compelling mission and vision statements, but the focus in partner meetings differs from that in staff meetings. The partner meetings may focus on practice management successes, financial successes, growth, realization, and charge-hour KPIs, while staff meetings may focus on people and flexibility.

Roughly 8-10 years ago, I realized how important it is to connect the business's mission to what we say in partner meetings, staff meetings, everyday conversations, and one-on-one meetings.

For instance, when a partner tells an employee to increase their charge hours after a staff meeting on flexibility and work-life balance, it may be difficult for the employee to reconcile the two statements.

What we communicate internally must align to avoid confusion.

Leaders must consistently articulate the company's mission, vision, and values to avoid this and not shy away from making hard connections. Connecting the mission throughout the company in words and actions is a huge opportunity for storytelling. Attracting leaders to your mission requires clear communication and consistent action. By telling stories that embody your company values, leaders gain insight into past mistakes and find solutions for future success. Let's seize this opportunity to unite our mission throughout the company.

Connectivity is critical to reinforce your vision, mission, and values.

Let's look at productivity and profitability as an example. It's ok to say profitability and productivity are valued as long as you connect them throughout the firm and employees understand why they are important. Leaders must also take the time to connect what actions are needed to create a valuable outcome.

We can take this a step further.

Connecting your decisions to the support of your business is paramount.

One large Fortune 100 company articulated their strategy with a focus on profitability. In today's environment, that might sound counter intuitive. What's important is not that they focused on profitability but how they connected profitability as a foundational support for the culture and employee well-being. If the company is profitable, it can invest in the employees and ensure they're happy. If the employees are happy, they will ensure the clients are happy. They realized the only way to be profitable was to keep their people and clients happy. It's these types of hard connections leaders need to make.

Ensuring that the company's culture aligns with and supports its mission, vision, and values is essential to the company's success.

Do you need help ensuring your culture, mission, and vision align? Reach out to me to help you create harmony and avoid confusion about what your company stands for.

How can I help you own it? Feel free to reach out to me
gary@thomsonconsulting.com

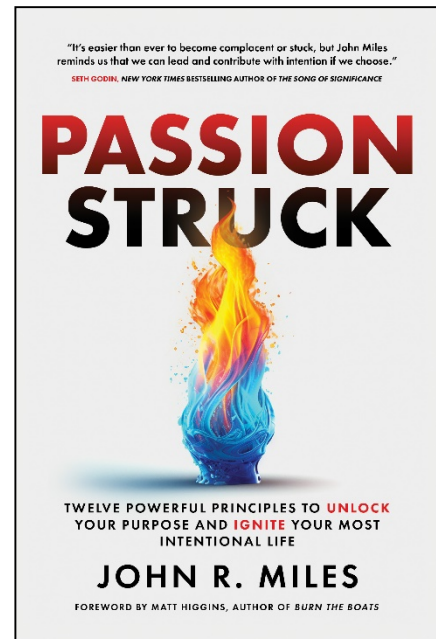
New Book Release (February 6, 2024) Written by Andersen Alumnus; Passion Struck: Twelve Powerful Principles to Unlock Your Purpose and Ignite Your Most Intentional Life

Author Bio: John R. Miles, *former Senior Manager and Practice Leader at Arthur Andersen and Navy Veteran.*

Life can be disheartening if you're just cruising along without purpose or motivation. Each day blends into the next, as you wake up, head to work, and go through the motions without any genuine direction. It's a bit like living as a pinball, constantly bouncing from one thing to another without intention.

But what if you had the power to change that?

Creating change demands courage. Fear and uncertainty may attempt to hold us back yet envision having the audacity to take action despite these challenges. What kind of life could you shape for yourself? In *Passion Struck*, personal mastery expert John R. Miles combines behavior science research, peak performance strategies, and compelling real-life narratives from industry titans to empower you to confront and transcend your limiting beliefs, ultimately paving the way for an existence without boundaries. Through the transformative passion-struck framework, Miles leads you along an interactive journey, equipping you with the tools to achieve your most cherished aspirations and break free from the constraints of your current reality. *Passion Struck* serves as a compelling reminder that taking action is the most potent antidote to life's challenges. Whether you're reaching for extraordinary success or simply seeking that initial step toward a more fulfilling life, this book is an indispensable read for anyone prepared to ignite change and embrace the profound significance of mattering in their journey." Copies of *Passion Struck* can be ordered on [Amazon](#) now!



About the Author John R. Miles, a leading authority on intentional behavior change, personal growth, and mattering, is a beacon of inspiration and transformation. As a celebrated leader, captivating keynote speaker, and the host of the award winning podcast "Passion Struck with John R. Miles," he's on a mission to help individuals unlock their untapped potential, challenge the status quo, and embark on a journey toward a profoundly meaningful and purpose driven life. Recognized as one of the top thinkers in personal mastery and a Premier100 Leader, his influence extends far and wide. His podcast consistently ranks among the world's top 100 shows and the #1 Alternative Health podcast, offering practical insights for those who aspire to live a life that truly matters. With over two decades of corporate and military leadership experience, he's the trusted advisor sought after by some of the world's most prominent companies and visionary entrepreneurs. His leadership acumen has been instrumental in generating billions in sales and advising multiple unicorn startups.

Embracing the Culture Paradox: Bridging the Gap between Employee Values, External Branding and Boardroom Realities

By Allan Steinmetz, Former Worldwide Director of Marketing & Communications and Associate Partner at Andersen Consulting and now CEO of Inward Strategic Consulting

The evolving landscape of corporate culture is more dynamic than ever, and the external face of a company is no longer just about products and services. It's a reflection of the internal ethos that shapes the heartbeat of the organization. In today's business realm, where authenticity is key, the alignment between external marketing and internal culture has become paramount.

Beyond the Faceless CEO: The Rise of Brand Ambassadors

Gone are the days of faceless chief executives hidden behind boardroom doors. Today, they are the torchbearers of their company's culture, actively participating in creating and growing the ethos that defines their businesses. This shift is not just a strategic move but a response to the changing expectations of consumers who seek transparency, authenticity, and a genuine connection with the companies they engage with.

The Culture Wars at Work: Navigating the Paradigm Shift

However, navigating the current business landscape is not without its challenges. The culture paradox has given rise to a new battleground—the politicization of flexible and remote working. As we approach 2024, a cultural clash is unfolding, especially evident in the tug-of-war between the preferences of the emerging workforce, notably Gen Z, and the traditional beliefs of boardrooms and management.

The Tension in the Culture Paradox: Hybrid vs. Traditional Working

The crux of the conflict lies in the diverse preferences of employees, particularly the Gen Z demographic, who prioritize hybrid and flexible working arrangements. In their pursuit of an attractive company culture, they challenge the status quo. Meanwhile, the prevailing sentiment in many boardrooms leans towards a return to traditional in-office working, perhaps to maintain control over the perceived culture.

Bridging the Gap: Fostering Culture in a Hybrid and Remote Environment

It's essential for organizations to recognize that controlling and dictating culture, especially in a hybrid and remote work setting, may lead to palpable tension. The key lies in finding a balance, understanding that a vibrant and inclusive culture can thrive in various work models. Embracing flexibility, promoting open communication, and fostering a sense of belonging are crucial steps in creating a culture that resonates with employees across different working environments.

Conclusion: A Call to Embrace Change and Diversity

In conclusion, as we navigate the evolving landscape of corporate culture, it's crucial for organizations to adapt and embrace change. The culture paradox is an opportunity to redefine our approach to work, bridging the gap between employee values and boardroom realities. Let's not just be observers but active participants in creating workplaces that reflect the diverse, dynamic, and authentic cultures we aspire to build.

***About Inward:** [Inward Strategic Consulting](#) is a 26-year-old management/creative consulting firm that helps clients achieve high performance by developing comprehensive business strategies and cultures aligned with their goals, processes, and resources. They specialize in internal/external branding strategies, change management, brand purpose, and market research. They offer proprietary methodologies such as Visioneering, Inward Marketing, Dialogue Marketing, Best Practice and Benchmarking, and Qualitative and Quantitative Market Research. They have worked with Fortune 100 companies including Walmart, McDonald's, Aetna, City of Hope, and many others.*

The Upside of Old

By Todd Dewett, *Andersen Alumnus, author and speaker*

I'm past fifty years of age now, and I admit that professional life is different than it once was. There are real challenges in today's workplace for older workers. Ageism exists. Technology changes. Needed skill sets shift. Lingo feels indecipherable. Your back hurts!

However, there are many things to be excited about as an older professional. Getting older isn't all bad!

You should be excited that you have a lot of task knowledge and functional experience compared to most. You should be happy to possess valuable institutional knowledge about your organization and your profession. You should find it fulfilling to be a mentor and help other professionals grow. You should be enjoying a wider perspective than you had when you were younger. It's this perspective that helps you feel unbothered by many little things that once drove you crazy.

These are wonderful gifts. However, I think we all know a few older professionals who don't always see and enjoy these gifts. It's no joke - you do have to choose to be a glass half full person. That gets easier when you remember these tips for the older professional:

First, embrace humility. That does not mean you can't be confident and proactive and successful. It means that you must check your ego a bit and realize that just because you're older doesn't mean you're better or smarter. Don't get angry when the new young person has a bigger salary than you feel is reasonable. Humble yourself and get busy proving yourself, just as you always have.

Next, check your assumptions. When you see younger professionals who speak differently, dress differently, and who espouse things with which you don't agree, you simply cannot assume they are wrong, and you are right. People are different in a million ways! If you can't accept that fact, you cannot unlock excellence in the back portion of your career. You don't have to get a big tattoo, but you sure need to be okay with others who do.

Let me go further and suggest that you need a new mentor. Probably one that is at least twenty years younger. Nothing educates you faster than time spent with a capable younger professional. You both see life through different eyes, and you need to understand what they see. Their motivation, values, goals, etc. Again, don't think in terms of right and wrong. Think about understanding.

Finally, let me encourage you once and for all to let go of the information hoarding tendency that dominated your generation and earlier generations. If

you know something, share it. If you have a skill, teach it. If you know someone, connect them or otherwise find a way to be helpful. Transparency and a belief in building others define today's successful professionals.

I say with great respect - maybe you can't fix your back, but you can certainly change your perspective and make the latter portion of your career as fun and productive as any other stage in your career. It's a choice. It's not about denying the existence of ageism. It about choosing to overcome it.

Dr. Todd Dewett is one of the world's most watched leadership personalities: a thought leader, an authenticity expert, best-selling author, top global instructor at LinkedIn Learning, a TEDx speaker, and an Inc. Magazine Top 100 leadership speaker. He has been quoted in the New York Times, TIME, Businessweek, Forbes, and many other outlets. After beginning his career with Andersen Consulting and Ernst & Young he completed his PhD in Organizational Behavior at Texas A&M University and enjoyed a career as an award-winning professor. Todd has delivered over 1,000 speeches to audiences at Microsoft, ExxonMobil, Pepsi, Boeing, General Electric, IBM, Kraft Heinz, Caterpillar, and hundreds more. His educational library at LinkedIn Learning has been enjoyed by over 30,000,000 professionals in more than one hundred countries in eight languages. Visit his home online at www.drdewett.com or connect with Todd on LinkedIn. He can be reached at todd@drdewett.com

Division's Unseen Impact

By John Blumberg, Andersen Alumnus and author of *Return On Integrity* (www.BlumbergROI.com)

For years I've said that if I took all the great friends in my life and put them into one room, chances are they may not like each other. Maybe that scenario is true for all of us - or maybe not. I was born into an unseen diversity with a Jewish father and a Catholic mother. At the time, this was clearly viewed as a "mixed" marriage. I was always grateful for this mixture.

After my father died at the young age of 56, my mom never dated or ever really considered it. She would simply say: *Why would I? I'm still in love with my Jewish boyfriend.* That never got old. Nor did the lessons learned from their "mixed marriage."

It may be the very thing that helped me, at the beginning of my sophomore year, to lean into the disappointment of the consolidation of our beloved all-boys Catholic high school with an all-girls Catholic high school and a co-ed all-black Catholic high school. I would come to fully appreciate that school year and the two years to follow. To this day, they were the most important formative three years of my life. I can't say I put those lessons immediately to work, but the seeds were firmly planted.

The challenges of the consolidation were plentiful, especially in Memphis where Martin Luther King had been assassinated just 15 months and 4.0 miles from our high school. There were disagreements, misunderstandings, and plenty of frustrations - but we all continued to see each other and work through the complexities of the context that were well beyond the maturity of our years. And in many ways, it matured us.

No doubt it gave us the opportunity to see beyond our own blindness.

Years later, beyond my level of conscious awareness, those experiences were likely what gave me the opportunity to see the concept of integrity in a whole new way. You might say in a way reimagined.

So often, with good intentions, integrity (as well as core values) can be unknowingly (and in some cases knowingly) used as weapons to divide. To judge. To stop seeing other people. It would be precisely what led me to plunge into the messiness of the reality of integrity. To let go of surface-level assessments of integrity allowed by shallow definitions like “honesty” and “what you do when no one is watching.” No doubt, these are beautiful lagging indicators of someone in a state of integrity, but a poor and limiting framework from which to start.

In my book [*Return On Integrity*](#), I write about integrity as being whole, entire, and undiminished - *integrated if you will*. Integrity is indeed about bringing together.

Integrity is best described as a force for connection.

During the pandemic, I began posting daily thoughts on my social media platforms that eventually evolved into what I've called *Whispers of Integrity*. While I posted #876 today, one of the earliest is still one of my favorites. It simply said: *Integrity is about the whole. The connectedness of all. Yet we resist this, clinging to convenient definitions of integrity like honesty.* Then I pushed the issue a bit, completing the “whisper” with the following: *Being “honest” while resisting a greater connection is, well, very dishonest.*

In my [September 2022 issue of my blog, *The Porch*](#), I reflected on the concept of being STUCK by sharing: *What if division wasn't our problem after all. What if we could just admit, personally and collectively, that we may simply be stuck - all stuck in different places.* That realization itself may unfreeze, break free, dislodge, and release a whole new flow of integrity.

Division is like a blindfold, that diminishes our desire to learn while luring us into an addiction of convenient confirmations. The greatest risk in a deepening divide is that we stop seeing each other - eventually eliminating our desire to even try.

Integrity is always calling us into wider and deeper places. You could say that it gives us eyes to see. To see more. And to, most importantly, see more of each

other. Perhaps integrity, in the essence of being whole, is about one's capacity to hold more.

I have shared a couple of times, the Central African greeting that is used instead of our standard greeting of "How are you?" They begin with "I see you!" What a beautiful place to start a conversation ... and an even better place to end one.

It sure makes for a better conversation on any porch ... anywhere ... and about anything. It would certainly make for a better world everywhere. It would sure be worth trying.

As always, I'd love for you to share your thoughts! We could all benefit, if you would be so kind to share your thoughts email me at John@BlumbergROI.com!

Digital Infrastructure Trends to Watch in 2024

Shared By Jerry Kent, Andersen Alumnus and currently Chairman and CEO of Tierpoint.

Copyright 2023 Tierpoint. This article originally appeared in Tierpoint's Blog by Channing Lovett, original copy can be found [here](#). Reprinted with permission. No further reproduction is permitted without permission from Tierpoint.

Digital technologies and tools can only grow as fast as the infrastructure supports. Emerging technologies and evolving user expectations have led to a skyrocketing increase in digital infrastructure demand. Several key trends have emerged as a result, including growing investments in cybersecurity, a greater focus on high-performance computing, and an increase in artificial intelligence (AI) and the computing that supports it.

We'll cover what we expect to see next year, and what businesses can do to stay updated on the latest digital infrastructure trends.

What is Digital Infrastructure?

Digital infrastructure encompasses the physical and virtual components vital for creating, storing, processing, and transmitting data. On the physical side, it includes essential elements like data centers, telecommunication networks, and a wide array of computing devices. The virtual side involves the intricate network of data, software applications, and interconnected systems that facilitate seamless communication and operations. Additionally, cloud infrastructure, which offers scalable and on-demand computing resources, has become a cornerstone of modern digital frameworks as it enables:

- Innovation
- Connectivity
- Operational efficiency

As more businesses take on and complete digital transformation initiatives, the role and significance of digital infrastructure, including cloud services, continues to become more pronounced.

The Forecast of Digital Infrastructure

Gartner predicts that worldwide IT spending will grow by 8% in 2024, reaching \$5.1 trillion. While generative AI will contribute to increased spending in the digital infrastructure market, it's playing a more important role in supporting IT growth overall in 2024. Public cloud service spending is also forecasted to grow by 20.4%.

Some increased spending will also come from hesitation in 2023, as 2024 and 2025 may see rollover from unused budgets.

Emerging Trends in Digital Infrastructure

As with data centers and cloud computing, the digital infrastructure landscape is set to see significant trends in 2024. Here's what we're keeping an eye on in the new year.

More Investment in Cybersecurity and Data Privacy

While AI provides more opportunities for innovation, automation, and data analysis, it also presents new concerns for cybersecurity issues: it has the potential to generate malware and ransomware, and strong AI has the capacity to cause more human-like threats now and in the future. Existing attack vectors, such as phishing, will also be enhanced by AI.

[According to Gartner](#), 80% of CIOs plan to increase spending on cybersecurity and information security in 2024. Advanced security solutions, identity and access management (IAM) systems, and data encryption techniques will be some key investments next year.

Rise in 5G and Edge Computing

The 5G edge computing market is predicted to grow by 49.8% from 2023 to 2030. Both 5G and edge computing can contribute to lower latency, increased connectivity, and faster data transmission, improving the user experience. Edge computing complements 5G through real-time data processing and analysis by bringing computing power closer to the source of

the data. It can also better accommodate Internet of Things (IoT) devices, another growing market. IoT devices are available on the consumer level, including smart watches and lights, as well as on the infrastructural level, all the way up to building smart cities.

High-Performance Computing Will Gain More Traction

High-performance computing (HPC) can handle more complex tasks compared to average cloud computing. AI, machine learning (ML), and scientific simulations are greatly aided by HPC. As these more complex computing systems increase in popularity, businesses will need to change their infrastructure to accommodate larger workloads. **High-density data centers** using graphic processing units (GPUs) can facilitate high-performance computing as they're able to support the higher power and cooling demands of these resource-intensive GPU workloads.

Greater Focus on Optimization and Restructuring

As companies increasingly recognize the importance of efficient resource utilization, there's a greater focus on fine-tuning and maximizing the potential of cloud resources. This trend is propelled by three objectives:

- To enhance overall performance
- To manage costs
- To reduce cloud waste

In the next year, businesses plan to invest considerable time and effort in evaluating their existing cloud architecture, identifying redundancies, and streamlining operations. By embracing this trend, companies aim to create leaner, more agile digital infrastructures that can seamlessly adapt to the changing demands of the modern business landscape.

Increase in ML and AI-Driven Automation and Analysis

By 2027, the AI market is set to reach \$407 billion. While much of the recent growth in AI has stemmed from generative AI tools like ChatGPT, self-driving cars will also be another large consumer trend with a predicted 75% of cars globally to be autonomous by 2040.

Additionally, ML and AI can transform business processes and improve end-user satisfaction by performing a wide variety of functions, such as personalizing customer experiences, automating repetitive tasks, and identifying patterns and areas of growth. Businesses can even create self-healing networks or enable intelligent infrastructure management systems through AI/ML technologies.

Growth in Quantum Computing

Classical computers have limits, and this is where quantum computing comes in. Quantum computing employs the principles of quantum mechanics to solve problems that are not possible on classical computers. While the technology is still in its early stages, quantum computing may help tackle issues in financial modeling, materials science, or even drug discovery in the healthcare industry.

Bigger Plans to Close Skills Gaps

The tech skills gap can feel like an insurmountable chasm. Currently, there are only 65 workers able to fill the roles for every 100 tech jobs. By 2030, it's estimated that there will be a shortage of 85 million tech workers, which could cause \$8 trillion in annual revenue losses. Without intervention, the digital divide with tech skills will only worsen and organizations will feel the impact.

In response to this, organizations will need to invest in workforce development and internal training to upskill current staff and bring in new talent. AI/ML tools can fill in other gaps, and augmenting current staff with external experts can also help companies bring in the necessary cloud skills to support digital transformation projects.

More Steps to Enhance Global Connectivity

Despite being more connected than ever, 33% of the global population is still offline. In a concerted effort to bridge the digital divide, considerable strides are anticipated in enhancing global internet connectivity. Satellite-based internet access, fiber optic networks, and terrestrial wireless technologies can improve network resilience and expand access to underserved areas.

Heightened Focus on Sustainable Initiatives

The environmental impact of digital infrastructure is on the minds of many organizations, whether it's through regulatory requirements or simply a desire to lessen their footprint. Sustainable initiatives, including renewable energy and liquid cooling, are two energy-efficient technologies data centers may implement.

Keep Up with Digital Infrastructure and IT Trends

No one can say with complete certainty what the next year will hold, but organizations should look to digital infrastructure and IT experts to keep up with the trends and understand what might be next for their business. To stay up-to-date in 2024 and beyond, [check out TierPoint's podcast, Cloud Currents](#).

Ready to begin your digital transformation in 2024? [Download our guide on How to Sell the Cloud to Your Leadership Team](#), which includes tips on how to make a case for the upfront and ongoing costs of digital transformation.

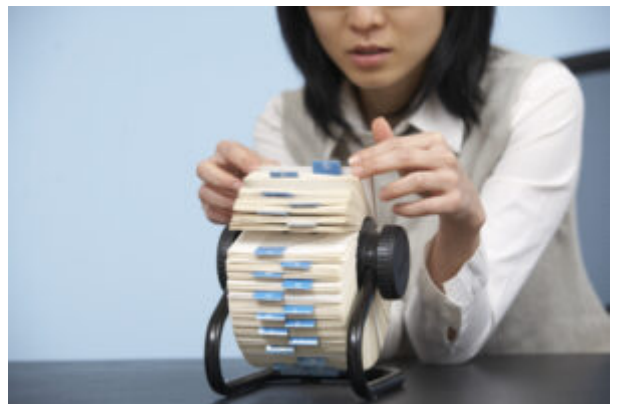
Check Out the Best Free LinkedIn Feature that Most People Haven't Discovered Yet

By Wayne Breitbarth, *Andersen Alumnus and CEO-Power Formula LLC (Author of "The Power Formula for LinkedIn Success: Kick-Start Your Business, Brand and Job Search")*

Whether it's a referral to an exciting new customer with big potential, a new supplier or vendor with a more effective solution, or a referral to your next great employer, referrals are not only highly effective, but it can be fun meeting your friends' friends.

However, it's not easy to ask the open-ended question, *"Who in your network could help me find a job, customer, etc.?"* So, rather than putting all the pressure on your connection to come up with the right people, why not use LinkedIn's *Connections of* feature to find the right people all by yourself.

This feature is so simple to use, and I've received tons of rave reviews about it. So below you will find a step-by-step description of how to use this terrific LinkedIn strategy.



For more winning LinkedIn strategies just for you, book a one-hour one-on-one virtual LinkedIn consultation with me for just \$197. The price for this consultation will be increasing soon. Book your time by clicking [here](#).

Check out your referral source's Rolodex in just minutes (*People Search Filter–Connections of*)

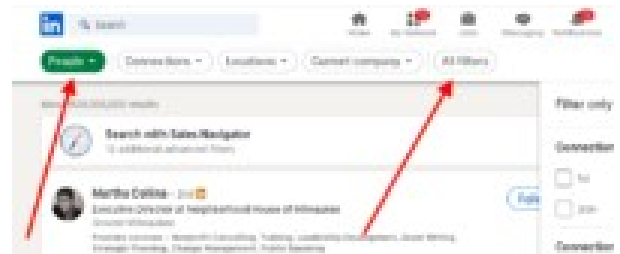
Overview: LinkedIn has lots of great ways to find the right people in its one-billion-person database, but the one that seems to have the biggest wow factor is using the *Connections of* feature to search for people who can refer you to people in your target audience. I find that most people don't know they can do this nor can they believe it's available on the free LinkedIn account.

Think of this LinkedIn feature as an easy-to-use electronic version of an old-school Rolodex but with all the available filters to find just the right people in mere seconds.

Note: If you were born after the Rolodex died, it is a paper-based business card filing system (see picture above).

Step-By-Step Instructions

1. Put your cursor in the big, white search box in the top toolbar and hit the return or enter key and then select *People* in the white toolbar that appears (far left). Then select *All Filters* (far right).



2. Next, go to the *Connections of* box and type in your connection's name. When his/her name appears in the drop-down menu, choose that entry, and then click the blue *Show results* button.

3. Now use any of the other available filters to narrow the search to people at the right company, location, school attended, title, etc.

Caveat: If your connection has chosen to [hide their first-level network](#) from their connections, you'll only be able to see people to whom both of you are connected.

What to do with the search results

Review the list LinkedIn provides for you. If you find people who look interesting to you, check out their profiles, and then ask your connection how best to approach the people (through a LinkedIn connection request, phone call, email, in-person meeting, etc.).

The four questions I would ask my connection about the people on the list are:

- Do you know them? (Not everyone knows the people in their network well enough to refer you)

- Do you think they would be interested in hearing about how I might be able to help them? (You're trying to find out if your connection knows them well enough to know their level of interest about you)
- Can I use your name and our relationship when I reach out to them? (This is getting their permission to name drop)
- What do you think is the best way to get ahold of them? (Send a customized LinkedIn connection request, email, phone call, etc.)

If you get "Yes" or "You bet" to the first three questions, then go ahead, reach out and try to start a new relationship by referring to your mutual connection. The reach-out could take place in the form of a LinkedIn connection request, but you could also use more traditional methods, like a phone call, email, or stopping by for a visit.

If you're like most people, once they learn of this feature, they can't wait to get started and put it to use.

What are YOU waiting for? Get started NOW.

SPECIAL OFFER



If you'd like me to demo these LinkedIn features as part of a \$197 one-on-one LinkedIn consultation (price increase in early 2024), you can book your session [here](#). I will share my computer screen with you during the call and send you a marked-up copy of your profile prior to the call.

Whether you're using LinkedIn to find your next high-impact customer, raise your organization's profile, or land the job of your dreams, this session is for you.

There are limited spots available, so don't delay. Book your session today by clicking [here](#).

Interested in becoming a Sponsor?



Andersen Alumni Association is proud not to charge annual alumni dues and relies rather on strategic sponsorship to fund operations. Given advances in technology and alumni mobility Andersen Alumni Association is seeking a few additional qualified sponsors. If you think your company may benefit from a strategic partnership with the Association, please email Admin@andersenalumni.com for more

information.

ALUMNI BENEFITS:

Andersen Alumni Association and the Private Directors Association® Align to Drive Membership Value

PDA is providing a 20% discount on corporate or individual membership for Andersen Alumni Association members*

To take advantage of this discount, contact PDA directly at membership@pcdassociation.org or (847) 986-9350

BENEFITS FOR ALL MEMBER TYPES

- Complete your [Private Company Governance Certificate](#) at no additional charge.
- Access to [board opportunities](#) to match board-ready PDA members with start-up and scale-up companies for fiduciary and advisory board roles via PDA's partnership with Bolster
- National network of peers engaged in events focused entirely on private company issues, both locally through our [21-chapter system](#), as well as virtually via [webinars](#) and online resources.
- Monthly e-newsletter
- Complimentary subscriptions to "Directors & Boards" and "Private Company Director".

CORPORATE FULL BOARD MEMBERSHIP ONLY

- Complimentary director or advisor search with an enhanced posting approach, supporting faster process with highly qualified candidates.
- Complimentary in-boardroom Ransomware Preparedness and Response session (a \$10,000 value) to PDA Corporate qualified members.
- Dedicated "CISO on Call"

- 30% discount on all additional PDA University Director Education products designed to enhance private company value through high functioning boards.

Visit www.privatedirectorsassociation.org to learn more, or visit us on [LinkedIn](#)

*15% going to the alumni members as a direct membership discount and 5% to the Andersen Alumni Association organization

Long Term Care - Insurance Coverage

70% of Americans over 65 will need some form of long-term care. And that care will be expensive. According to a recent survey, the cost for long term care can currently range from \$48,000 a year for home care to \$98,000 a year for a private room in a nursing home; and costs are increasing every day. Planning for these expenses with long term care insurance can help you maintain your lifestyle, protect your assets and savings, and give you the options necessary to receive care and services.

BPB Associates of Atlanta has been helping families like yours with their extended health care planning needs for 33 years and has negotiated special discount carrier pricing for Andersen Alumni members. Click here for more information: www.bpbassociates.com/andersenalumni/LTC

International Travel - Medjet Assist

Medjet provides reduced annual rates for its Air Medical Transfer membership program on a voluntary purchase basis to North American members affiliated with *Andersen Alumni Association*. Medjet provides single point coordination for the safety and protection of organizational clients and individuals/families as they travel for personal or business reasons - domestically and abroad. Zero cost beyond the membership fee for services coordinated by Medjet in medically transporting a member back to a home country hospital of their choice in time of need.

Medjet also offers an optional membership upgrade branded as Medjet Horizon that provides (among multiple membership benefits) a 24/7 Crisis Response Center for **Travel Security and Crisis Response** consultation and coordinated in-country services.

Learn More/Enroll? Persons from the U.S., Canada or Mexico can visit Medjet at www.Medjet.com/Andersen or call Medjet at 1.800.527.7478 or 1.205.595.6626. Reference Andersen Alumni if calling. Enroll prior to travel.

Reduced Medjet annual membership rates for persons from North America under age 75 start at \$250. Multi-year and short-term rates are also available. Rules and Regulations available online and provided with Member ID cards.

Social Media: Association's LinkedIn Group (Join), Company (Follow) and Facebook Fan Page (Like)

Social Media is a great way for us to stay connected. To request the Association Status be added to your LinkedIn Profile click on the following URL to JOIN:

<http://www.linkedin.com/e/gis/38306/6E0CB25BC94E>

Additionally, you can "FOLLOW" the Association by clicking on the following URL:

http://www.linkedin.com/company/andersen-alumni-association?trk=tabs_biz_home

To "JOIN" our new Facebook fan page simply click on the following:

<http://www.facebook.com/pages/Andersen-Alumni/182112725168442>